DOCUMENT RESUME

ED 292 859 TM 011 247

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|---|---|
| TITLE | Our 30th Year: 1986-87 Annual Report. Secondary School Admission Test Board. |
| INSTITUTION | Secondary School Admission Test Board, Princeton, NJ. |
| PUB DATE | [87] |
| NOTE | 21p. |
| PUB TYPE | Reports - Descriptive (141) |
| EDRS PRICE | MF01/PC01 Plus Postage. |
| DESCRIPTORS | *Admission (School); *Admissions Officers; *Annual Reports; Elementary Education; Elementary School Students; Nonprofit Organizations; *Private Schools; Secondary Education; *Standardized Tests; Testing Programs |
| IDENTIFIERS | Admissions Testing Program; *Secondary School Admission Test Board |

ABSTRACT

The Secondary School Admission Test Board (SSATB) is a professional educational association of nearly 650 independent elementary and secondary schools and organizations, all committed to excellence in the profession of independent school admission. In this role, the SSATB tested 47,576 students in 1986-87. The SSATB is a non-profit corporation that focuses on providing a highly secure, valid, reliable test (the Secondary School Admission Test (SSAT) to be used as one measure for admission to schools. The board is also committed to providing opportunities for the professional growth of educators in admission. The objectives of the organization include: (1) endorsement of SSATB standards of professional conduct; (2) provision of the SSAT evaluation instrument; (3) sponsorship of meetings, regional workshops, and related publications; (4) creation of a national information clearinghouse; (5) development of means to increase student access to schools; and (6) publication of reports and other materials on the efforts of the organization. This annual report covers financing of the SSATB, services provided to members of the organization, use of volunteer leadership, an overview of accomplishments of the annual meeting, and statistics on the SSAT program. A list of SSATB officers and directors is appended. (TJH)

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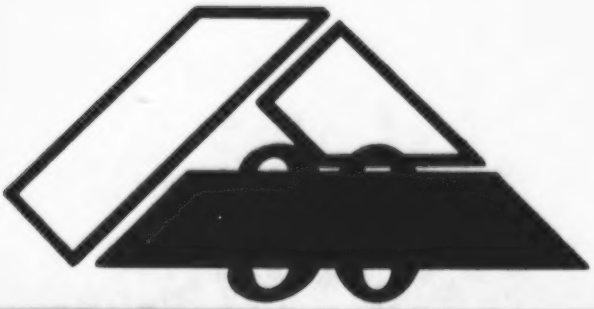

# Our 30th Year

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SSATB

## 1986-87 Annual Report
## Secondary School Admission Test Board

*Then in the 1950's we began to get an influx of lots of post-war babies. People suddenly found out that not everybody could go to Andover, Exeter, Groton, whatever. . . The heads of elementary schools began to have people apply to more than one school, which meant. . . duplicates. The poor kids were taking Stanfords every day of the week.*

*So I remember. . . Hull Maynard at Loomis rounded up some men in the ten biggest schools where the problem was most serious and decided that they really ought to form some kind of organization which could have uniform testing and make it possible for each candidate to take the test only once, then have copies of the results sent to all the schools to which he'd applied. This would ease the burden in the independent elementary schools. It would also make possible public school candidates.*

*And that's really how SSATB was born. From need.*

John Pocock
Milton Academy
SSATB President, 1968-70

**Dedication**

***This 30th anniversary annual report is dedicated to the volunteers, past and present, whose energy, time, and commitment ensure the vitality of the Secondary School Admission Test Board.***

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## Corporate Statement of Purpose

The Secondary School Admission Test Board (SSATB) is a non-profit corporation committed to providing a highly secure, valid, reliable test (SSAT) to be used as one measure for admission to schools. It is committed to providing opportunities for the professional growth of educators in admission. It is committed to serving students, parents, and schools.

# Our 30th Year: Mission in Admission

Thirty years ago the Secondary School Admission Test Board was founded by ten independent school admission officers. Today SSATB stands as a professional educational association of nearly 650 independent elementary and secondary schools and organizations, representing over 1200 admission officers and educational counselors nationwide — all committed to excellence in the profession of independent school admission.

In this its 30th year, the Secondary School Admission Test Board renews its commitment to independent schools and to educators in the noble profession of admission. In the future SSATB will continue to seek to achieve its mission in admission:

We of the Secondary School Admission Test Board (SSATB) hold that the professional calling of an admission educator is that of an educator whose expertise is in the complex art and business of admission. SSATB is committed to providing opportunities for professional growth of these educators thereby:

## Goals

1. enhancing the excellence of our institutions;
2. increasing the personal fulfillment of our members; and
3. maximizing our service to students, parents, schools, and the greater cause, education.

As an organization of educators based in a noble profession of admission, SSATB seeks to further implement by our concerted and individual actions, concerns, and ideas the concepts of access, accountability, equity and excellence in our organization, profession and institutions.

We therefore continue to prepare our expanded membership to face the demands of the future and to cope with changing demographics by agreeing to:

## Objectives

1. endorse the SSATB Standards of Professional Conduct;
2. strive to continually meet the needs of our members in terms of providing an evaluation instrument and related services;
3. professionalize educators in admission through an annual meeting, regional workshops and related publications;
4. endorse actions that will ensure a stable and secure corporate financial identity while implementing the concept that the candidate pays for the test and test-related activities, and the members pay for other SSATB professional services;
5. evaluate our services and services of subcontractors in terms of value to our expanded constituency;
6. create a national clearinghouse for data, information and research that will be helpful to our members;
7. continue to be concerned with representing the diversity of our membership through regional and topical committees, board, officers and special research assignments;
8. seek ways to create greater access to our schools through fee waivers, training, coordination of search services, Junior Educational Merit Scholarships, educational consulting, and increasing the independent school applicant pool; and,
9. relate the continuing history of independent education through our reports and publications.

# Report of the President and Executive Director

*Frederick H. Wandelt, III*

This Year We Celebrate Our 30th Anniversary. Anniversaries are a time for remembering; Annual Reports, a place for recounting.

## Leadership

The services and duties that the Secondary School Admission Test Board (SSATB) performs for its members do not make us a leader among our peers. What is vital to our role of leadership is our membership. No other organization relies so heavily upon its members' contribution in terms of time, energy and commitment. No other organization can try harder to respond to member concerns and needs.

But if we are to be of true assistance to our members, SSATB must strive to accomplish three objectives. First, we must have a better understanding of our members and their work places, allowing us to respond more quickly with services that will be of greater interest to them. To lead, we must follow. Second, in order to serve and help prepare the admission profession, we must better meet the immediate needs and short-term objectives of all members. Third, we must better plan for the long-term future and anticipate both future problems of members and future goals of the admission profession. This past year the Secondary School Admission Test Board has taken significant steps to meet the challenges these objectives present.

## Profession

For the first time in its history SSATB has in-depth information on the profession of independent school admission. Now, we do have a better knowledge of who our members are.

Last summer SSATB surveyed the admission profession regarding compensation, satisfactions, frustrations, perquisites, working situations and career goals. Nearly two-thirds of our members responded to that survey. The results indicated that the job of an admission director gets tougher; admission officers increasingly are pressured to fill school vacancies; admission directors work over 50 hours per week; admission compensation has increased slightly over the past few years; admission experience, after the first five years, has little bearing on pay level; admission directors enjoy personal interaction with prospective students and families, and receive great satisfaction from influencing make-up of the student body; admission professionals are transient, rarely remaining in admission at the same school for more than a few years; and less than a third of the respondents have "Director of Admission" as their career goal.

## Schools

The Secondary School Admission Test Board also has increased its basic knowledge of its member-institutions. Increasingly these schools face a combination of demographic, financial and social forces which could have a deleterious effect on independent education. These forces include a dramatic shift in demographics with a decline in teenagers by a number of almost five million; an annual increase in independent school tuitions by about nine percent; and the decline of parent disenchantment with public schools, marked by increased rallying around local schools as well as enhanced discussion of teacher salaries and public schooling outcomes. Thus, this has not been an easy year for many SSATB schools and for most individuals in the admission profession.

## New Services

SSATB has begun to respond to these pressures. Over the past year we've added new services to help educators in admission succeed in their jobs.

**Duke University Talent Identification Program:** For the first time in 1986-87, forty SSATB member schools advertised their summer and year-long academic programs for gifted and talented students in the *Educational Opportunity Guide*, a publication distributed each year to nearly 50,000 identified academically talented seventh graders in sixteen southern and midwestern states.

**PLEASE Program:** Because parent concern over independent school tuitions continues to rise, SSATB collaborated with The Education Fund to provide PLEASE (Parent Loans for Elementary and Secondary Education) loans to SSATB member schools. Of the 139 schools which took advantage of the loan program in 1986-87, 93 are SSATB member schools and first time users of PLEASE. This collaborative effort has allowed SSATB member schools to make 386 loans to parents to help finance their child's education. So far this year the loan amount totals over $2.6 million — educational monies unavailable prior to the collaboration.

**Boarding Schools Committee:** In 1986-87 the SSATB Board of Directors voted to triple SSATB's financial commitment to Boarding Schools Committee to be used specifically for marketing schools.

**Peterson's Guides:** Collaboration with Peterson's Guides will allow SSAT Fee Waiver recipients to receive the *Peterson's Guide to Independent Secondary Schools* free of charge, thereby creating greater access for economically disadvantaged students to a wider range of schools.

**A Better Chance (ABC):** In an effort to reach more minority candidates, SSATB and A Better Chance will offer a special administration of the SSAT at New York City test centers this October. Nearly all candidates will use an SSAT fee waiver to take the test. This collaborative effort is being funded by SSATB with help from The Seth Sprague Educational and Charitable Foundation.

**Travel:** For those members who find themselves recruiting on the road, SSATB offered an exclusive arrangement with Hertz. This past year, SSATB members logged over 18,000 miles through the organization's rental plan.

## Testing

Testing is both a national concern and a national phenomenon. In an effort to reach as many independent school candidates as possible SSATB now tests year-round in many locations. We've increased the number of schools that test in the summer and extended ETS Field Office testing to year-round.

At the same time the SSATB Test Committee and Board of Directors realize the need to look at new ways of testing and to meet members' testing needs. In May the Board voted to explore the possibilities of developing a new test instrument.

SSATB appreciates the long-standing relationship it has had with the Educational Testing Service (ETS). The valued people at ETS facilitate the continuance of the SSAT program year after year. In fact, SSATB and ETS recently successfully concluded two-year negotiations whereby a new twelve-year partnership was agreed upon.

*Regan Kenyon*

After serious discussion about a possible merger with Educational Records Bureau, our organizations have mutually decided that it is in the best interest not to merge, but to maintain a close working relationship with our cross-member schools. And SSATB will continue to work with ERB over the coming years to better improve relations.

## Future Service to SSATB Members

The next five years may be filled with some uncertainties for independent education. SSATB's data reveals that at the end of this past academic year, we were just two thirds through the national demographic decline of students. If independent schools continue to keep pace with national trends, and are affected by nothing other than demographics, by 1992 they should see another 7 percent decline in the total number of independent school candidates.

For most schools, however, additional factors other than demographics affect candidate volume. Increasing tuitions, local public school improvements, and public perceptions of local public education, among others, can all have negative effects on independent school enrollments. On the other hand, good image, strong community relations, effective recruitment strategies, adequate monies for financial aid and admission, and financing options for parents can affect schools positively. These additional factors will affect the national applicant pool for independent schools during the next five years.

The outlook for educators in admission is nonetheless positive. The admission profession advances steadily toward increased respectability through the organizational and training programs of SSATB, which are developed by its member committees and Board. The Admission Training Institute (ATI) has grown in stature and numbers, as it trains new members in the profession. The Annual Meeting has become the benchmark for professional development in admission.

SSATB, after three years of committee work and member involvement, stands poised to publish the Professional Standards of Conduct that will help guide us through competitive times and help to educate newcomers to the profession.

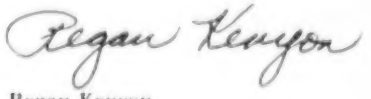
This organization will expand its marketing efforts for its members. Along with already-mentioned services, SSATB will publish **About Applying**, a handbook for prospective first-generation independent school parents and students that will help them understand the admission process by demystification and simplification. SSATB looks forward to working more closely with regional groups to enhance their ability to reach new families through publications.

In the near future, the Secondary School Admission Test Board will begin to survey its members, hold round-table discussions and sponsor national hearings to explore new ways to better evaluate students — their abilities, achievements, and potentials.

We at SSATB are working to fulfill our mission — for students and schools, parents and professionals, and the greater cause, education. **The 1986 State of the Union** words of George Kaplan ring in our ears:

> *Admission educators are more sensitively attuned to the shiftng demands, attitudes, and forces that affect independent education. They have begun to deal creatively and efficiently with a complicated market and are fluent in the arcane languages of financial aid and the economics of families. They will continue to do their job in a thriving field that is better equipped than ever to meet some of the most dramatic challenges in its history.*

Frederick H. Wandelt, III
*President*



Regan Kenyon
*Executive Director*

## Financing SSATB in 1986-87

Overall, the Secondary School Admission Test Board, Inc. strengthened its financial position during the fiscal year ending June 30, 1987. While candidate volume declined almost 8 percent, gross revenues continued to rise from $1,877,851 in 1985-86 to $2,153,045 in 1986-87. This gain reflects the decrease in candidate volume and both the growth in membership and changeover in billing procedures.

SSATB's fund balance increased to $1,043,634. This will help ensure long-range financial stability, support SSATB research and development, and allow the organization to pursue the option of new evaluation instruments.

### Summary Statement of Financial Position
### June 30, 1987, with comparable figures at June 30, 1986

| | 1987 | 1986 |
|---|---|---|
| **Assets** | | |
| Cash | $ 546,161 | $ 349,115 |
| Short-term investments | 231,304 | 296,039 |
| Receivables | 158,672 | 108,491 |
| Property & Equipment, Net | 46,234 | 39,677 |
| Other Assets | 96,873 | 3,332 |
| | 1,079,244 | 796,654 |
| **Less Liabilities** | | |
| Accounts Payable | $ 17,337 | $ 15,430 |
| Other Liabilities | 18,273 | 19,303 |
| | 35,610 | 34,733 |
| **Fund Balance** | $ 1,043,634 | $ 761,921 |

## Income and Expenses, 1986-87

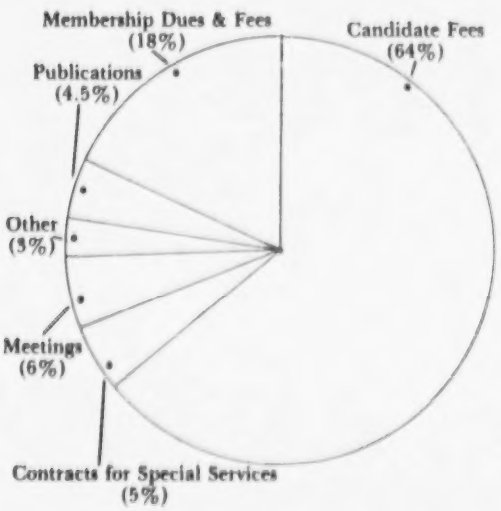
There was a 15 percent rise in corporate income due to an increase in revenues other than the candidate test fees. This follows the revenue diversification plan set forth several years ago. Last year, candidate fees accounted for 74 percent of total revenue. For 1986-87, these fees accounted for just 64 percent of total revenue.

At the same time, SSATB professional association income increased 36 percent over the previous year's figures. Last year, only 26.5 percent of total income was generated by revenue other than candidate fees. This year, over 36 percent of revenues came from these sources. This plan to diversify income was designed and implemented to offset possible demographic changes that could alter test service revenues.

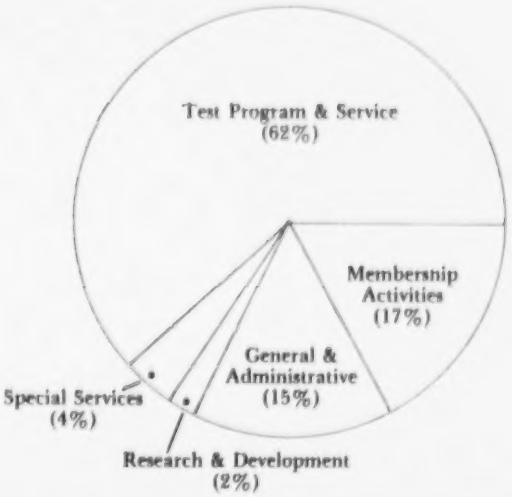
While test revenue decreased by 13 percent, test and test-related expenses increased by 3 percent. In 1986-87, test expenses accounted for 62 percent of total expenses, compared with last year, when test expenses comprised 70 percent of total expenses. This is a two-year drop of 21 percent.

SSATB has furthered the Board "test/rest" policy (whereby candidate fees pay for the test, while other revenues pay for the rest). The accompanying chart illustrates the percentage volume of test revenue as 64 percent of total, and the percentage volume of test expense as 62 percent of total. Due to the addition of professional services, the membership activities and administrative expenses increased proportionately.

### Income




### Expenses




*Note: Percentages may total more than 100% due to rounding of figures.

## Income and Expenses
### 1981-82 through 1986-87

| | 1981-82 | 1982-83 | 1983-84 | 1984-85 | 1985-86 | 1986-87 |
|---|---|---|---|---|---|---|
| Income | 1,542,263 | 1,604,065 | 1,765,366 | 1,841,620 | 1,877,851 | 2,153,045 |
| Expenses | 1,380,888 | 1,562,421 | 1,598,686 | 1,572,446 | 1,759,688 | 1,871,332 |
| Surplus | 161,375 | 41,644 | 166,680 | 269,174 | 118,163 | 281,713 |
| At End of Year (Fund Balance) | 166,260 | 207,904* | 374,584 | 643,758 | 761,921 | 1,043,634 |

* Note Accounting Change

During fiscal year end June 30, 1984, the organization changed from the cash basis to the accrual method of accounting. The organization believes the accrual method more accurately reflects its financial position and results of operations. The effect of this change was to decrease revenues over expenditures for 1984 by $9,021. The beginning fund balance was retroactively restated to reflect this change. The fund balance has been adjusted for the effect of retroactive application of the new method.

**Corporate Information** — As an organization operated exclusively for educational purposes, the Secondary School Admission Test Board qualifies for federal income tax exemption under Section 501(c)(3) of the Internal Revenue Code.

**Operations** — Most operational phases of SSATB's test services are conducted under a contract with Educational Testing Service, a separate and independently governed educational non-profit organization located in Princeton, New Jersey.

**Note:** The full Financial Statement with Accountant's Report is available on request from:

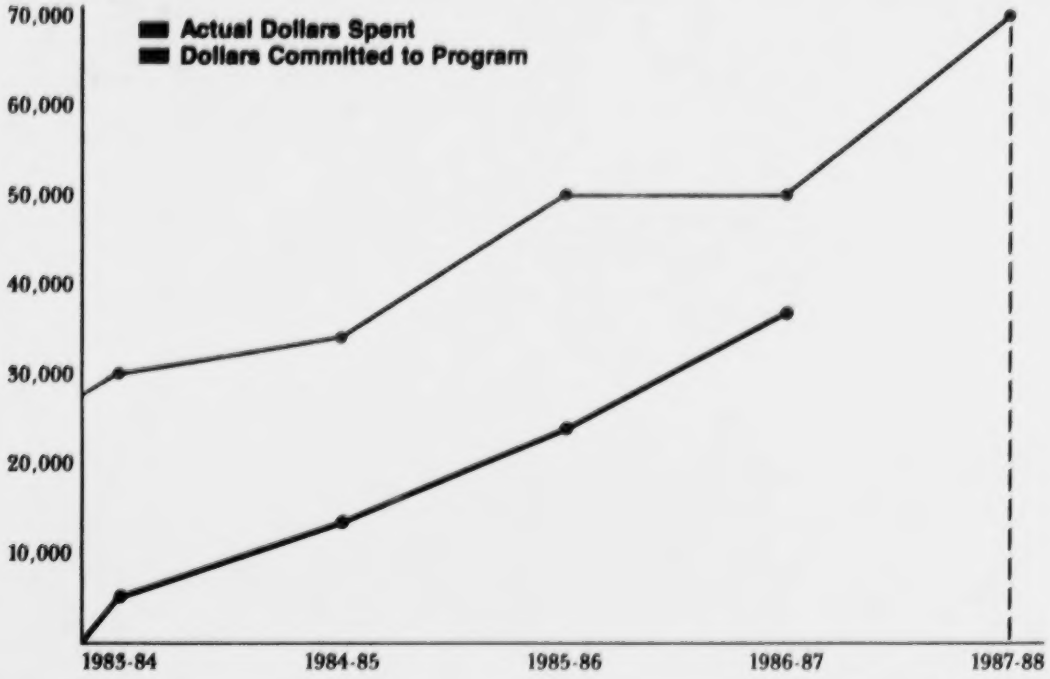
Executive Director
SSATB
Suite 314
20 Nassau Street
Princeton, NJ 08542

## SSAT Fee Waiver Program

In 1985 the SSATB Board of Directors voted to expand the SSAT Fee Waiver Program to promote access to independent schools. SSAT fee waivers are distributed by members each year to economically disadvantaged candidates for admission.

During these past four years both the allocation of fee waivers and the Board's financial commitment to the program have grown. In the first two years (1985-85), two fee waivers were distributed to each member school, plus an additional amount based on the number of score reports that schools received during the previous year. The Board's financial commitment was based on 2% of total candidate test fees, an amount which equaled approximately $50,000 in 1985-84 and $55,600 in 1984-85.

In 1985-86 the Board voted to increase its financial commitment to $50,000 and to allow members to request the number of fee waivers they would need. This initiative encouraged more effective use of fee waivers by schools that truely needed them. In 1986-87, while the dollar commitment remained $50,000, the Board voted to expand the program, whereby fee waivers could be used for late and walk-in registrations as well as for the traditional regular administrations.



## Service to Members

From the beginning those individuals who made up SSATB were concerned with students applying for admission to their schools. As SSATB grew older and larger, that inward focus expanded so that by 1966, an incorporated organization, SSATB was more committed to independent education on a national level. In 1983 SSATB established new headquarters independent of the Educational Testing Service (ETS) and launched a national search for an Executive Director.

As the focus grew, so did the number of members. In May 1985 the Board of Directors voted to include in SSATB membership all independent schools, educational counselors, consultants, and organizations which used the SSAT program and other professional services. And with membership expansion came additional services.

***Memberanda* Newsletter** — This quarterly admission newsletter for members, containing organizational news and articles on issues in independent school admission was mailed to over 600 educators in independent schools this past year.

**SSAT Fee Waiver Program** — SSATB expanded its SSAT Fee Waiver Program, committing $50,000 in 1986-87 and $70,000 in 1987-88 to enable economically disadvantaged candidates to take the test free of charge, thereby creating access to independent schools. In addition, Peterson's Guides agreed to make available complimentary copies of *A Guide to Independent Secondary Schools* to any SSAT fee waiver candidate. For the first time SSATB received a grant for its fee waiver program to be used in a special New York City test administration in 1987-88. The grant of $1,000 was generously given by the Seth Sprague Educational and Charitable Foundation of the United States Trust Company of New York.

**Schools Currently Considering Applicants List** — The SSATB SCCA List included 93 schools' admission openings in four summer and one mid-year confidential list in 1986-87. Nearly 650 members and non-members received the list of school openings.

**Annual Meeting and Regional Meetings** — Besides the Annual Admission Meeting at The Breakers, Palm Beach, Florida, in October 1986 which attracted nearly 350 attendees, SSATB held three regional meetings in 1986-87 in Hawaii, Washington, DC/Maryland, and Philadelphia, Pennsylvania which brought over 250 educators in admission together in a learning environment. The number of attendees in these SSATB regional meetings far exceeds the total number of participants at our Annual Meeting only 3 years ago.

Members also profited in 1986-87 when SSATB joined with outside organizations to provide additional services such as the PLEASE (Parent Loans for Elementary and Secondary Education) Loan Program and inclusion in Duke University Talent Identification Program's *Educational Opportunity Guide*.

In its thirtieth year SSATB conducted a survey to obtain a profile of members and to gain better insight into their needs, ideas, opinions, and responsibilities in the office. The results were published in a report entitled, *The 1987 Admission State of the Union: Surveying the Profession*, which revealed that educators of admission in the '80's feel more job pressure than in the past, usually work more than 50 hours per week, and take on increased management and marketing duties. Respondents reported that the most satisfying aspect of the job is influencing make-up of the student body.

**Leadership and Professional Training** — SSATB continually supports the professional development of educators who spend their careers in the field of independent school admission. SSATB is the only national organization solely committed to this profession, and its Annual Meetings now more completely reflect this new and exciting endeavor to educate admission directors in the management and interpersonal skills so vital to their positions.

## Volunteer Leadership

The Secondary School Admission Test Board is directed by a Board of Directors, four elected officers, and standing committees — all comprised of volunteers, educators who give their time, energy and expertise to lead the organization in its mission to serve students, parents, and schools.

This volunteer leadership has been visionary, taking the necessary and expansive steps to add new services and to expand membership, while cautious enough to evaluate the needs of its constituency and adhere to its mission.

In this its thirtieth year, the Secondary School Admission Test Board salutes its present and former volunteer leaders.

### Presidents

| | | | |
|---|---|---|---|
| Hull Maynard | (1956-1960) | Stephen Bolmer | (1972-1975) |
| Robert Sides | (1960-1962) | James Gowing | (1975-1977) |
| James Moffatt | (1962-1964) | Barbara Boerner | (1977-1979) |
| Fred Eichelberger | (1964-1966) | John Eidam | (1979-1981) |
| John Boyden | (1966-1968) | Ernest Helfenstein | (1981-1983) |
| John Pocock | (1968-1970) | John Q.A. Doolittle | (1983-1985) |
| John Witherspoon | (1970-1972) | Frederick H. Wandelt, III | (1985-1987) |

### Officers and Directors at Large (1956-1987)

| | | | |
|---|---|---|---|
| Robert Sides | James Breene | Herbert Wilkinson | Everett Gourley |
| William Oates | Ernest Staley | Philip Pratt | Audrey Koester |
| William Fowle | Glover Howe | Alan Brooks | Frederick Wesson |
| Gray Mattern | James Achterberg | Michael Eanes | Benjamin Whitman |
| John Chapman | Marjorie Owens | David Pond | Mollie Collins |
| John Jones | John Chandler | W. John Friedlander | Mark Fish |
| Joseph Cunningham | John Stillwell | Robert Dobson | L. Laird Davis |
| William Danforth | Leo van Winkle | William Tyler | Edward D'Alessio |
| Lawrence Noble | Duncan Alling | Michael Cronk | William Dandridge |
| Fessenden Wilder | Beverley Marvin | Lewis Hitzrot | Fontaine Draper |
| Robert Coffin | David Rogerson | Nancy Jones | Gardner Dunnan |
| Sanford Roeser | Arthur Palmer | Thomas DeGray | Margaret Ewing |
| Joseph Logsdon | Samuel Parkman | Anne Griffin | Elizabeth Hale |
| Edward Wall | Mary Jochen | Donald Sykes | John Herney |
| Philip Havens | Esty Foster | Nancy Emrich | Wanda Hill |
| Alexander Uhle | Sanford Sistare | Anne Parkin | Paul Kennedy |
| Adelbert Mason | Polly Hincks | Peter Alford | Lawrence O'Toole |
| B. Hopkins Moses | Dorothy Campbell | Gordon Sewall | Carol Sachar |
| Ladd Macmillan | John Huyler | Carol Kelly | John Thayer |
| Charles Pierce | Elizabeth Parker | Gillian duCharme | Agnes Underwood |
| Paul Sanderson | | | |

# Annual Meetings

In 1957 the Annual Meeting was a social gathering of the ten original admission officers who initiated the Secondary School Admission Test Program. In 1958 there were forty-one admission directors in attendance. By 1961 the gathering had developed into a business meeting where sixty-six independent school admission officers discussed issues such as test dates, new test forms, number of candidates tested, test reliability, and new member schools.

Today the Annual Admission Meeting is a nationally-known conference of independent school educators who meet to attend workshops which teach management/skill development, address important and timely issues affecting independent schools, and offer prescriptions to deal with the challenging educational problems of the '80's and the future.

The 1986 Annual Meeting, held at The Breakers in Palm Beach, Florida, hosted over 300 attendees. Well known educational leaders A. Graham Down of the Council for Basic Education, Melvin Levine of the Center for the Study of Development and Learning, and John Esty of the National Association of Independent Schools offered words of advice to attendees.

Fourteen workshops addressed timely issues of ethics, computers, tuition financing, video production, legal issues, and minority recruitment.

The Bretnall Award, established in honor of educator and first SSAT Program Director William B. Bretnall, is awarded for distinguished service in the admission profession. This past year, the recipient was Paul G. Sanderson (1930-1986), former President of ASSIST, (American Secondary Schools for International Students and Teachers), Headmaster of Suffield Academy and SSATB Executive Secretary during the early years of the organization's growth and vitality.

## Bretnall Award Winners

| | |
|---|---|
| John Eidam | 1982 |
| Sanford Roeser | 1983 |
| Joshua L. Miner | 1984 |
| John C. Boyden | 1985 |
| Paul G. Sanderson | 1986 |

*Sanford Roeser (center) accepts Bretnall Award on behalf of the Paul Sanderson family, John Eidam (left), Joshua Miner (right).*

## SSAT Test Program

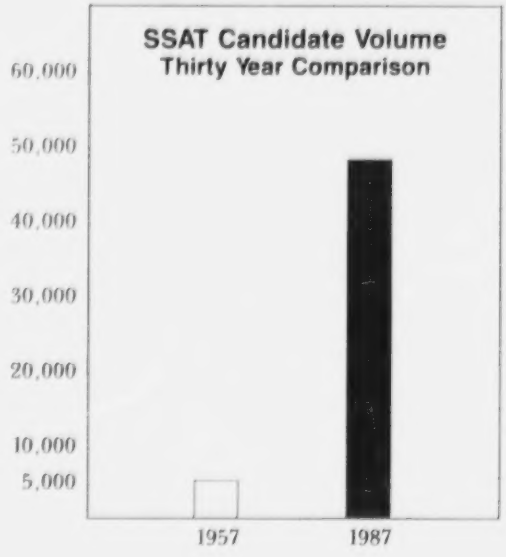
In 1957 admission officers from ten large independent schools asked the Educational Testing Service (ETS) to develop a test to be used for admission to their schools.

### SSAT Test Program: An Historical Sketch

| 1956 – 1986 | Number |
|---|---|
| *Bulletins of Information* printed and distributed | 3,806,572 |
| SSAT Score Reports printed and distributed | 2,034,800 |
| SSAT Tests printed | 2,076,390 |
| Candidates tested | 1,135,325 |
| *Preparing for the SSAT* — sample test (first printed in 1982) | 226,626 |
| Income Collected at ETS (test fees only) | $14,256,895 |

### SSAT Candidate Volume 1986-87

| Administration | Number Tested |
|---|---|
| December | 15,608 |
| January | 11,207 |
| February | 892 |
| March | 3,601 |
| April | 4,545 |
| June | 1,852 |
| Field Office/ Institutional | 1,659 |
| Boston | 3,563 |
| Educational Records Bureau | 4,649 |
| TOTAL | 47,576 |




*In the early 1950's, in Deerfield's case, the majority, probably 60%, of our candidates were public school candidates. And we had no vehicle for testing them. Consequently, we thought that there should be some common measuring rod for all candidates.*

John Boyden
Deerfield Academy
SSATB President, 1966-68

# Officers and Directors

## Officers

**President**
Frederick H. Wandelt, III
Director of Admission
Taft School, CT

**Vice President**
Mollie Collins
Consultant
Russell Reynolds Associates, CA

**Secretary**
L. Laird Davis
Headmaster
Tampa Preparatory School, FL

**Treasurer**
Mark Fish
Director of Admission
Mercersburg Academy, PA

**Immediate Past President**
John Q.A. Doolittle
Director of Admission
St. George's School, RI

## Directors

William L. Dandridge
Director
Massachusetts Field Center for Teaching and Learning, MA

Fontaine Draper
Director of Admission
The Lovett School, GA

Gardner Dunnan
Headmaster
The Dalton School, NY

Margaret Ewing
Director of Admission
The Shipley School, PA

Elizabeth Hale
Vice President
Institute for Educational Leadership, DC

John Herney
Director of Admission
Phillips Exeter Academy, NH

Wanda Hill
Director
Project Match, DC

Paul Kennedy
Director of Admission
Iolani School, HI

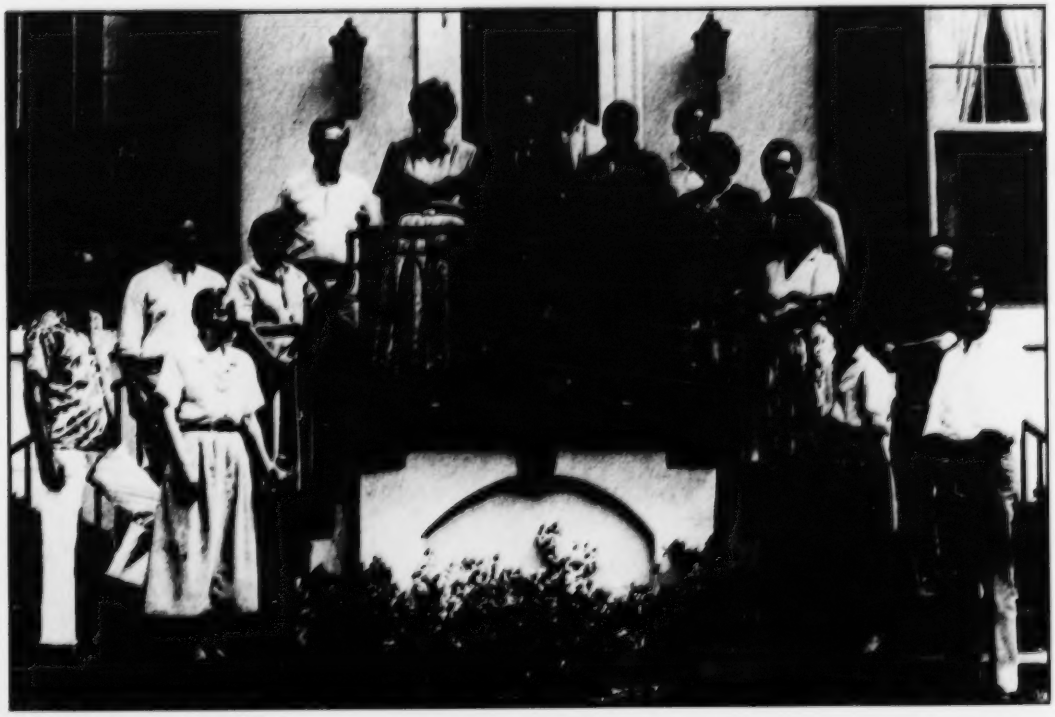
Lawrence O'Toole
President
New England Education Loan Marketing Corporation, MA

John Thayer
Chatham, MA

Agnes Underwood
Headmistress
Garrison Forest School, MD

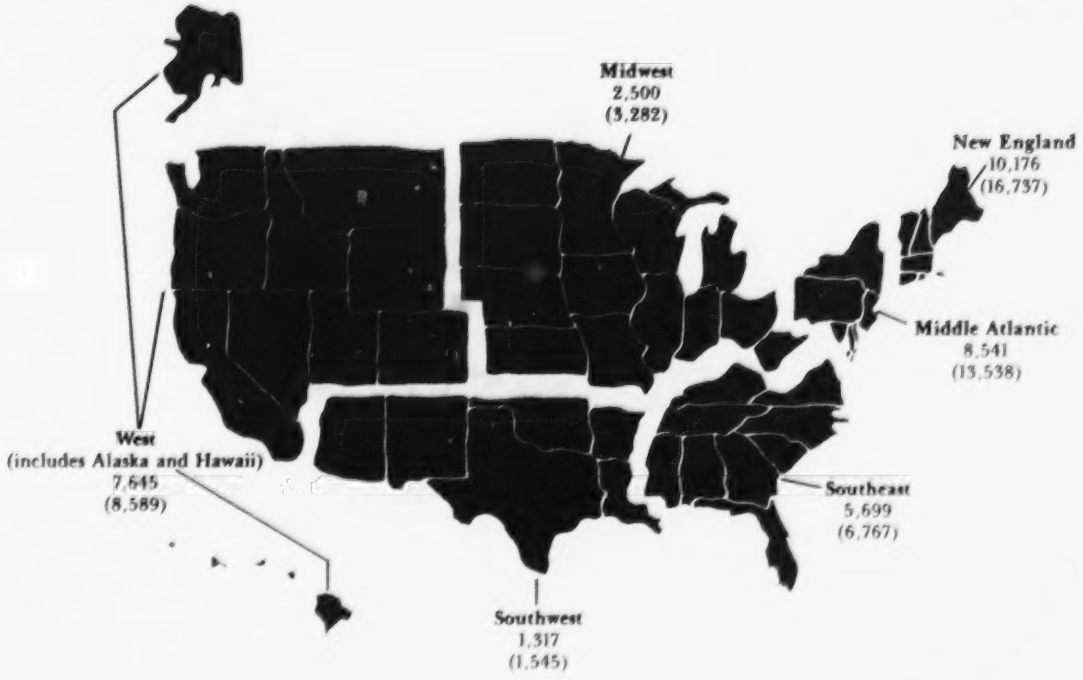
*I learned more by sitting on the Board of Directors with these people — about how to be an admissions officer — than I did in my own office doing my job. Whenever I had a problem I could pick up the phone and talk to someone and say, "Gee, Bob, I've got this problem and I haven't faced it before. What would you do in this situation?" They would give me advice and it never failed to be good advice. They were the most generous group in a business sense that you could ever imagine working with. We produced a cooperative experience that is really unusual in our business. That's how the organization came about.*

Stephen Bolmer
Hotchkiss School
SSAEB President, 1972-75



***1986-87 Board of Directors***

## Candidate Volume by Region




*Numbers are based on total candidate volume for 1986-87.
Numbers in parentheses ( ) indicate total candidate volume for 1985-86.
Foreign total for 1986-87 was 1,706.

Secondary School Admission Test Board
20 Nassau Street
Suite 314
Princeton, New Jersey 08542